Certificate in Professional Marketing

Mandatory Module: Marketing

Through the CIM website you have free access to a large range of journals and reports. This document signposts articles, journals, web pages and a range of other material that is relevant to this module. We have divided it into the different learning outcomes to help you on your learning journey.

Unit 1: The marketing concept
Learning outcome 1: Understand the role and function of marketing
Learning outcome 2: Understand what influences customer behaviour

Unit 2: Analysis and insight
Learning outcome 3: Identify factors and trends in the marketing environment and how they affect marketing
Learning outcome 4: Identify options for gathering relevant marketing information

Unit 3: Marketing mix
Learning outcome 5: Know the elements of the marketing mix
Learning outcome 6: Apply and adapt the marketing mix to satisfy customer needs

The official module guide
Your module guide is available to access via My CIM under the Your ebook tile.

The links were all checked as of August 2015. If any are broken please e-mail the details to library@cim.co.uk for resolution or alternatives. These resources are designed to be updated on a regular basis; there is a version number in the footer.

Our electronic resources for members has more information on accessing the services, alternatively please contact library@cim.co.uk or telephone +44 (0)1628 427333.
Unit 1: The marketing concept

Learning outcome 1: Understanding the role and function of marketing

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

Definitions

Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably.
The Chartered Institute of Marketing’s official definition (1976)

Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of value with others.
Philip Kotler

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.
American Marketing Association (new 2007 definition)

Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

Marketing consists of individual and organizational activities that facilitate and expedite satisfying exchange relationships in a dynamic environment through the creation, servicing, distribution, promotion and pricing of goods, services and ideas.
American Marketing Association (pre 2004)

Marketing is so basic that it cannot be considered a separate function...It is the whole business seen from the point of view of its final result, that is, from the customer’s view point.

Articles

These articles are available via CIM website. For the links to work go to the CIM website and log in. Click on the Ebsco and Emerald links and leave the pages open in your browser. Now click on the links below. [The publishers of Harvard Business Review do not permit direct links to be available – but they are available to search within the Ebsco database.]

Interesting case study

Interview with the president of Norwegian Cruise Line Corp.
http://dx.doi.org/10.1108/02634501011041435

http://dx.doi.org/10.1108/02634501211211948


www.cim.co.uk/elibrary

http://dx.doi.org/10.1108/EUM0000000003880

**Seminal article**


**Other articles**

Articles from other journals that should be generally available


**Marketing expert**

(You will be prompted to log in)

What is marketing?  
http://www.cimmarketingexpert.co.uk/page/411/what-is-marketing-

What is a stakeholder?  
http://www.cimmarketingexpert.co.uk/page/522/what-is-a-stakeholder-

Marketing plan – visual map (links are clickable)  
http://www.cimmarketingexpert.co.uk/diagram/57/marketing-plan
Journals
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Campaign - published by Haymarket available on Ebsco

Campaign Asia-Pacific - published by Haymarket available on Ebsco

Marketing Week - published by Centaur available on Ebsco

Marketing News – published by the American Marketing Association available on Ebsco

Other items
PR Smith’s SOSTAC® allows clients to structure their marketing and to deliver better results. There is a short video and infographic on his website that develop key points of the model. http://prsmith.org/planning/

- Situation Analysis
- Objectives
- Strategy
- Tactics
- Action
- Control

Websites
Practical Insights Webinars are available at http://www.cimmarketingexpert.co.uk/practicalinsights
Specifically look for ‘Consumer behaviour: understand the real reasons people buy, May 2014.

Learn Marketing http://www.learnmarketing.net/marketing.htm

http://www.studiowide.co.uk/role-of-marketing/

Business Case Studies http://businesscasestudies.co.uk

http://businesscasestudies.co.uk/business-theory/marketing.html#axzz3gXkdiqTr

Anon (n.d.) Identifying customers and meeting their needs: an Argos case study. Business Case Study.
http://businesscasestudies.co.uk/argos/identifying-customers-and-meeting-their-needs/introduction.html#axzz35NSsq8QK

Anon (n.d.) Marketing theory. Business Case Study
http://businesscasestudies.co.uk/business-theory/marketing/market-planning.html#axzz35NSsq8QK

http://www.knowthis.com/what-is-marketing
Executive Summary

What's the role of marketing? It seems an obvious question, but choosing one answer is elusive and likely to be incomplete. As the profession has become more diverse, the balance of power has shifted in favour of the customer, who now has more control of the relationship than ever before thanks to technology. As the role of the customer has altered, so too the role of marketing needs to change in response.

Marketing has become more sophisticated – and yet its status with the customer and the rest of business has never been lower. Complicating this is an increasing divide between the thoughts of academics and the experiences of practitioners. To address this, The Chartered Institute of Marketing wants to open up the debate about what the role of marketing should be, and how it can move forward as a profession.

One proposal is to sub-divide marketing into specialisms. This would enable marketers to become experts in their field, rather than being expected to be all-rounders and then criticised for not understanding a particular part of the business. We also want to reconsider The Chartered Institute of Marketing’s definition of marketing.

The current definition – ‘the management process responsible for identifying, anticipating and satisfying customer requirements profitably’ – is 30 years old and we propose that it is no longer fit for purpose. Tomorrow’s Word offers a new definition that places value from customer-centricity at the heart of marketing, whilst acknowledging the increasing relevance of marketing for not-for-profit and public sector organisations.

http://www.cim.co.uk/files/msfusion.pdf

Sales and marketing belong together. Organisations that create closer links between them post better results, have more effective inter-departmental relationships and create positive culture change. The challenges to this vision are significant, marketing as a discipline has its roots in sales but over time the two have become separated and sometimes estranged. Our white paper on marketing and sales fusion addresses questions of ownership, the practicalities of how sales and marketing departments can operate together, and offers best practice examples from companies working successfully to integrate the two disciplines.

CIM/Accenture (2009) In search of a strategic role for marketing: leading, influencing or supporting. Cookham, The Chartered Institute of Marketing. 72 Pages.

Marketing organisation design is by no means a simple subject. Nor is there a ‘silver bullet’ one could unearth or stake a claim upon. Reviews of marketing structure, leadership and community management bring with them uncertainty, challenges and complications. They are, however, frequent – over two thirds of participants in this study alone, had reorganised within the last 24 months.
http://www.cim.co.uk/files/thefilestore/R0154408.pdf
Unit 1: The marketing concept

Learning outcome 2: Understand what influences customer behaviour

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Articles

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Short checklist


http://dx.doi.org/10.1108/07363761211221738


Interpretation of segmentation results.
Seminal Works

**Marketing expert**
(You will be prompted to log in)

Customer needs
http://www.cimmarketingexpert.co.uk/page/302/customer-motivation-needs-requirements

Delivering customer value through marketing
http://www.cimmarketingexpert.co.uk/page/1030/delivering-customer-value-through-marketing

Consumer buying behaviour
http://www.cimmarketingexpert.co.uk/diagram/21/Buyer-behaviour-consumer

B2B buying behaviour
http://www.cimmarketingexpert.co.uk/diagram/20/buyerbehaviourb2b

B2B and B2C understanding the differences
http://www.cimmarketingexpert.co.uk/page/3250/b2b-and-b2c-understanding-the-differences

Three segmentation strategies to choose from:
http://www.cimmarketingexpert.co.uk/page/406/three-segmentation-strategies-to-choose-from-

Who exactly is your target audience?
http://www.cimmarketingexpert.co.uk/page/308/who-exactly-is-your-target-audience-

Segmentation
http://www.cimmarketingexpert.co.uk/diagram/19/segmentation

Using marketing to influence the evaluation of alternatives
http://www.cimmarketingexpert.co.uk/page/4488/using-marketing-to-influence-the-evaluation-of-alternatives

**Journals**
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

*Campaign* - published by Haymarket available on Ebsco

*Campaign Asia-Pacific* - published by Haymarket available on Ebsco

*Marketing Week* - published by Centaur available on Ebsco

*Marketing News* – published by the American Marketing Association available on Ebsco
Websites

http://www.knowthis.com/what-is-marketing

http://www.knowthis.com/what-is-marketing

What is consumer buying behaviour? Definition & Types.

5 steps to understanding your customer's buying process.
http://www.b2bmarketing.net/blog/posts/2013/06/24/5-steps-understanding-your-customer%E2%80%99s-buying-process

The Buyersphere 2013: Give your buyers what they want
http://www.b2bmarketing.net/knowledgebank/inbound-marketing/features/buyersphere-2013-give-your-buyers-what-they-want

Practical Insights Webinars are available at http://www.cimmarketingexpert.co.uk/practicalinsights
Specifically look for ‘Managing change to transform customer experience’ October 2013.

Ipsos Retail Performance
http://www.ipsos-retailperformance.com/What_is_consumer_buying_behaviour

CIM papers

CIM (2005) The devil and the deep blue A, B or C. *Shape the agenda*, Number 7, 23 pages.
http://www.cim.co.uk/files/devilandthedeepblueabc.pdf

Executive Summary

Segmentation is an invaluable tool for companies seeking to increase market share. But many companies are not implementing effective segmentation strategies. Even household names can be guilty of schemes that purport to be segmentation, but which in fact are merely data-enabled selling schemes.

Companies know that they need to meet the customer’s wants – what they don’t know is how to do this. Data offers some useful clues, but it can’t give the whole picture.

Squeezed on one side by maturing markets, and on the other by merciless price-cutting, many companies struggle to compete in today’s post mass-market arena. The result can be undifferentiated offerings that fail to please anyone.

So far this issue has mainly affected consumer companies. But segmentation is now becoming a real concern for b2b markets, as their markets mature as well.

The answer for these companies is to engage in real segmentation, rather than data collecting and guesswork. The Devil and the Deep Blue A, B or C calls on marketers to address this lapse in marketing thinking by focusing on context, instead of outmoded concepts of ‘the customer’.

http://www.cim.co.uk/Files/MTLF%20S3%20report%20WEB.pdf

Summary

All businesses make a brand promise to customers and other stakeholders...but a promise is nothing without delivery. Traditionally, customer experience management is tackled as a communications exercise, but people, systems and processes play a key role in delivering and differentiating brands.

Operational and back office functions (IT, customer service, sales) can have a big impact on your brand experience. How do we integrate activities to close the gap between promise and reality?
The Marketing Transformation Leadership Forum met in November 2009 to discuss and debate these issues with a focus on defining how management teams can best tackle customer experience.

The full report is available at:

http://www.cim.co.uk/files/customerservice.pdf

http://www.cim.co.uk/files/targetingcustomers.pdf
Unit 2: Analysis and Insight

Learning outcome 3: Identify factors and trends in the marketing environment and how they affect marketing strategy

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Articles

These articles are available via CIM website. For the links to work go to the CIM website and log in. Click on the Ebsco and Emerald links and leave the pages open in your browser. Now click on the links below. [The publishers of Harvard Business Review do not permit direct links to be available – but they are available to search within the Ebsco database.]


Seminal works


Other articles

Articles from other journals that should be generally available.

A quick look at Gordon Ramsay’s US adventures through a marketing lens.
Marketing expert
(You will be prompted to log in)

Current situation analysis - macro environmental
http://www.cimmarketingexpert.co.uk/page/851/current-situation-analysis-macro-environmental

Review your organisation’s micro environment
http://www.cimmarketingexpert.co.uk/page/885/review-your-organisation-s-micro-environment

Your internal environment/Company analysis
http://www.cimmarketingexpert.co.uk/page/934/your-internal-environment-company-analysis

Internal analysis
http://www.cimmarketingexpert.co.uk/page/850/internal-analysis

External environment
http://www.cimmarketingexpert.co.uk/page/954/external-environment

Mission statement
http://www.cimmarketingexpert.co.uk/page/878/the-mission-statement-

Corporate vision
http://www.cimmarketingexpert.co.uk/page/875/the-corporate-vision

What is a marketing information system (MIS)?
http://www.cimmarketingexpert.co.uk/page/1323/what-is-a-marketing-information-system-mis-

Current situation analysis – macro-environmental
http://www.cimmarketingexpert.co.uk/page/851/current-situation-analysis-macro-environmental

Review your organisation’s micro-environment
http://www.cimmarketingexpert.co.uk/page/885/review-your-organisation-s-micro-environment

Monitoring and evaluating performance
http://www.cimmarketingexpert.co.uk/page/3111/monitoring-and-evaluating-performance

Journals
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Campaign - published by Haymarket - Ebsco

Campaign Asia-Pacific - published by Haymarket - Ebsco

Marketing Week - published by Centaur - Ebsco

Marketing News – published by the American Marketing Association available on Ebsco
Other considerations

This item reference is available within MyiLibrary which is accessible from www.cim.co.uk/elibrary.


Websites

http://www.knowthis.com/what-is-marketing

http://pestleanalysis.com/pestle-analysis-of-starbucks/

Further examples of PESTLE
http://pestleanalysis.com/category/pest-analysis/examples/


Anon (n.d.) Steering the economy: a HM Treasury case study. Business Case Study
http://businesscasestudies.co.uk/hm-treasury/steering-the-economy/introduction.html#axzz35NSsq8QK

Anon (n.d.) Using PEST analysis to support decision making. Business Case Study
http://businesscasestudies.co.uk/johnson-matthey/using-pest-analysis-to-support-decision-making/introduction.html#axzz35NSsq8QK

http://businesscasestudies.co.uk/nats/effective-strategies-for-long-term-growth/objectives.html#axzz35NSsq8QK

Anon (n.d.) Responding positively to a changing environment: an AGFA case study.
http://businesscasestudies.co.uk/agfa/responding-positively-to-a-changing-environment/introduction.html#axzz35NSsq8QK

CIM papers

http://www.cim.co.uk/files/keepcalm.pdf

In troubled times, many organisations are tempted to cut back on their marketing spend. This white paper shows the folly of such a short-term approach, and highlights the long-term damage such cuts can have on brand and profitability.

http://www.cim.co.uk/files/missionstatement.pdf
Unit 2: Analysis and Insight

Learning outcome 4: Identify options for gathering relevant marketing information

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Definitions
Definitions of Market Research can be found at http://www.marketresearchworld.net/content/view/14/38/

An in-depth glossary of terms is available at http://www.esomar.org/knowledge-and-standards/market-research-explained/glossary.php

Articles
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Marketing expert
(You will be prompted to log in)

Primary data research
http://www.cimmarketingexpert.co.uk/page/1942/primary-data-research

Secondary data research
http://www.cimmarketingexpert.co.uk/page/1943/secondary-data-for-research-insight

Marketing information companies
http://www.cimmarketingexpert.co.uk/page/954/external-environment

Customer Insight – consumer audience
http://www.cimmarketingexpert.co.uk/diagram/55/customer-insight

Market research (clickable diagram)

Presenting the research report/conclusions
http://www.cimmarketingexpert.co.uk/page/4430/presenting-the-research-report-conclusions

Journals
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

Campaign - published by Haymarket available on Ebsco

Campaign Asia-Pacific - published by Haymarket available on Ebsco

Marketing Week - published by Centaur available on Ebsco

International Journal of Market Research - published by Warc

Marketing News – published by the American Marketing Association available on Ebsco

Other Considerations
Social Grade – more information is available at https://www.mrs.org.uk/cgg/social_grade

Websites
Tutor2U is aimed at GCSE but has a range of useful fact sheets
http://tutor2u.net/business/gcse/downloads/marketing_research_primary.pdf

http://www.knowthis.com/what-is-marketing

http://www.knowthis.com/what-is-marketing


Questionnaires, surveys and focus groups. Marketing Donut. http://www.marketingdonut.co.uk/marketing/market-research/questionnaires-surveys-and-focus-groups


Market Research publishers’ websites [A comprehensive range of reports from these publishers are available via the CIM Library.]
Mintel http://www.mintel.com/
Key Note Publications http://www.keynote.co.uk/
Mintel Market Sizes http://gmn.mintel.com/

The government publish a range of statistics that are used as the basis of other research: http://www.ons.gov.uk/ons/index.html

The government have also created a range of portals one of which is the Neighbourhood Statistics Portal http://www.neighbourhood.statistics.gov.uk

A useful website for the latest thinking in Market Research is: http://www.research-live.com/

Financial data on competitors (licences and charges may apply)
http://www.kompass.co.uk
http://www.dnb.com/uk
http://www.companies-house.gov.uk (Webcheck services)

UK trade associations
Trade Associations - listing http://www.taforum.org/Members

The Directory of British Associations and Associations in Ireland will be available in most public libraries in the UK – alternatively contact the CIM Library.

The World Directory of Business Information Sources will be held in some libraries – alternatively contact the CIM Library.

CIM papers
Unit 3: Marketing mix

Learning outcome 5: Know the elements of the marketing mix

As a CIM Studying Member you have free access to a large range of journals and reports. This document signposts articles, journals, pages on websites and a range of other material that is relevant to this module.

Definitions

The term *Marketing Mix* was coined by Neil H. Borden in 1949 and included 12 major decision areas (product planning, pricing, branding, channels of distribution, personal selling, advertising, promotions, packaging, display, servicing, physical handing, and fact finding and analysis) [see Anderson & Taylor]

Articles

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http://dx.doi.org/10.1108/MIP-06-2014-0118


http://dx.doi.org/10.1108/02634509510097793


http://dx.doi.org/10.1108/07363761211275018
Other articles
Articles from other journals that should be generally available.

http://www.mckinsey.com/insights/marketing_sales/building_a_better_pricing_infrastructure

Seminal works

Marketing expert
(You will be prompted to log in)
Marketing mix
http://www.cimmarketingexpert.co.uk/diagram/17/marketing-mix

Product
http://www.cimmarketingexpert.co.uk/page/4387/product-mix

Pricing
http://www.cimmarketingexpert.co.uk/page/4348/pricing

Place
http://www.cimmarketingexpert.co.uk/page/970/your-distribution-channel-strategy-place-

Promotion
http://www.cimmarketingexpert.co.uk/page/971/promotion-publicity-marketing-communications-

Process
http://www.cimmarketingexpert.co.uk/page/973/processes-as-part-of-your-marketing-mix-

People
http://www.cimmarketingexpert.co.uk/page/972/people-as-part-of-your-marketing-mix-

Physical evidence
http://www.cimmarketingexpert.co.uk/page/974/the-physical-environment-element-of-your-marketing-mix

Journals
You can set up alerts for journals on Ebsco so each time an edition is uploaded you receive notification.

*Campaign* - published by Haymarket available on Ebsco

*Campaign Asia-Pacific* - published by Haymarket available on Ebsco

*Marketing Week* - published by Centaur available on Ebsco
Other considerations
This item is available within MyiLibrary which is accessible from www.cim.co.uk/elibrary.


WEBSITES
Anon (n.d.) Creating value through the marketing mix: an Aldi case study. Business Case Study http://businesscasestudies.co.uk/business-theory/marketing/market-planning.html#axzz35NSsq8QK


CIM papers

Unit 3: Marketing mix

Learning outcome 6: Apply and adapt the marketing mix to satisfy customer needs

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Articles
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*Looking at the marketing mix from the customers’ viewpoint – SIVA – Solution, Information, Value and Access*


*Example of how healthcare companies in the US are measuring the success of their marketing mix*

http://dx.doi.org/10.1108/02634501211211948

http://dx.doi.org/10.1108/QMR-10-2012-0045

http://dx.doi.org/10.1108/02634501211251025


**Other articles**
Articles from other journals that should be generally available.

Bhandari, M.S. and van der Scheer, H. (2014) Using marketing analytics to drive superior growth: companies have so many analytical options at their disposal that they often become paralyzed, defaulting to just one approach. *McKinsey & Company.*
http://www.mckinsey.com/insights/marketing_sales/using_marketing_analytics_to_drive_superior_growth

**Marketing expert**
(You will be prompted to log in)

Measuring and monitoring marketing performance
http://www.cimmarketingexpert.co.uk/page/1005/measuring-and-monitoring-marketing-performance-

Changes in marketing mix
http://www.cimmarketingexpert.co.uk/page/4455/changes-to-the-marketing-mix

**Journals**
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*Campaign* - published by Haymarket available on Ebsco

*Campaign Asia-Pacific* - published by Haymarket available on Ebsco

*Marketing Week* - published by Centaur available on Ebsco

*Marketing News* – published by the American Marketing Association available on Ebsco

**Websites**
Superbrands – Britain’s latest voting
http://www.superbrands.uk.com/results

Superbrands – International page
http://www.superbrands.com/

Marketing contexts: marketing in different organizational context
http://www.marketingteacher.com/marketing-contexts/

A whole range of case studies are available at:
http://www.businesscasestudies.co.uk

UK Trade and Investment opportunities are available at:
https://www.gov.uk/government/organisations/uk-trade-investment

Business Gateway is a Scottish initiative that offers support.
http://www.bgateway.com/sales-marketing/
Thinkbox statistics
http://www.thinkbox.tv/research/payback-4-pathways-to-profit/

Couple of example pages
http://policy-practice.oxfam.org.uk/our-work
http://www.heinz.co.uk/en

BBC (n.d.) Business studies: the marketing mix. [online]
http://www.bbc.co.uk/schools/gcsebitesize/business/marketing/marketingmixrev1.shtml

BBC (n.d.) Business management: the marketing mix. [online]
http://www.bbc.co.uk/bitesize/higher/business_management/marketing/marketing_mix/revision/1/

**CIM Papers**

http://www.cim.co.uk/files/dontstopmenow.pdf

**Summary**

This paper was prepared as a result of a round table of central Whitehall Government marketers.

http://www.cim.co.uk/files/measure4measure.pdf

**Summary**

The Chartered Institute of Marketing worked with marketers from across the NHS to produce this paper, looking at the importance of measurement in the context of the NHS, how marketers can measure and monitor their activities, and what tools they can use to help them do so.